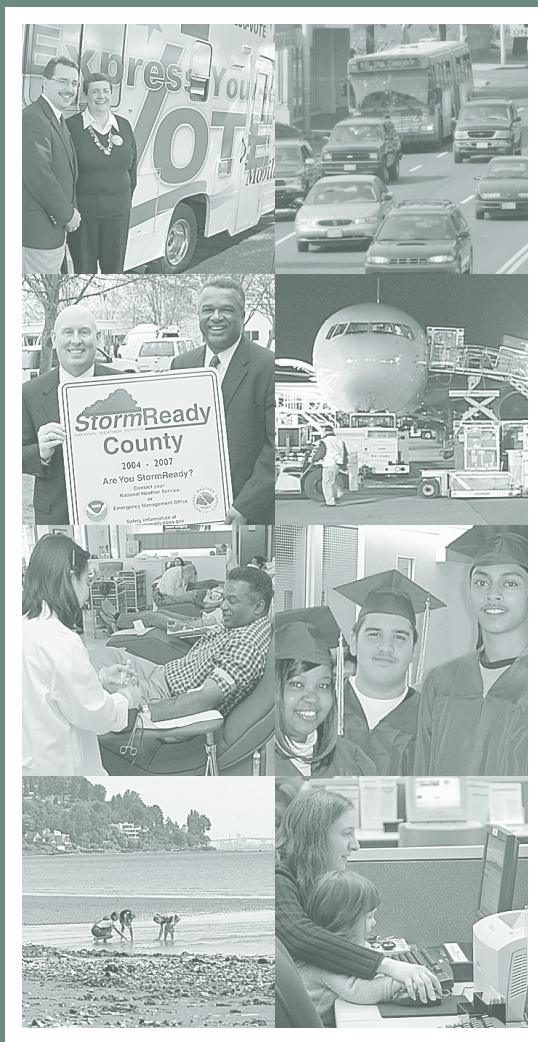




2005 STATE OF KING COUNTY REPORT

MEETING THE CHALLENGES
OF THE PAST DECADE



PREPARING FOR THE NEW
CHALLENGES OF A NEW CENTURY

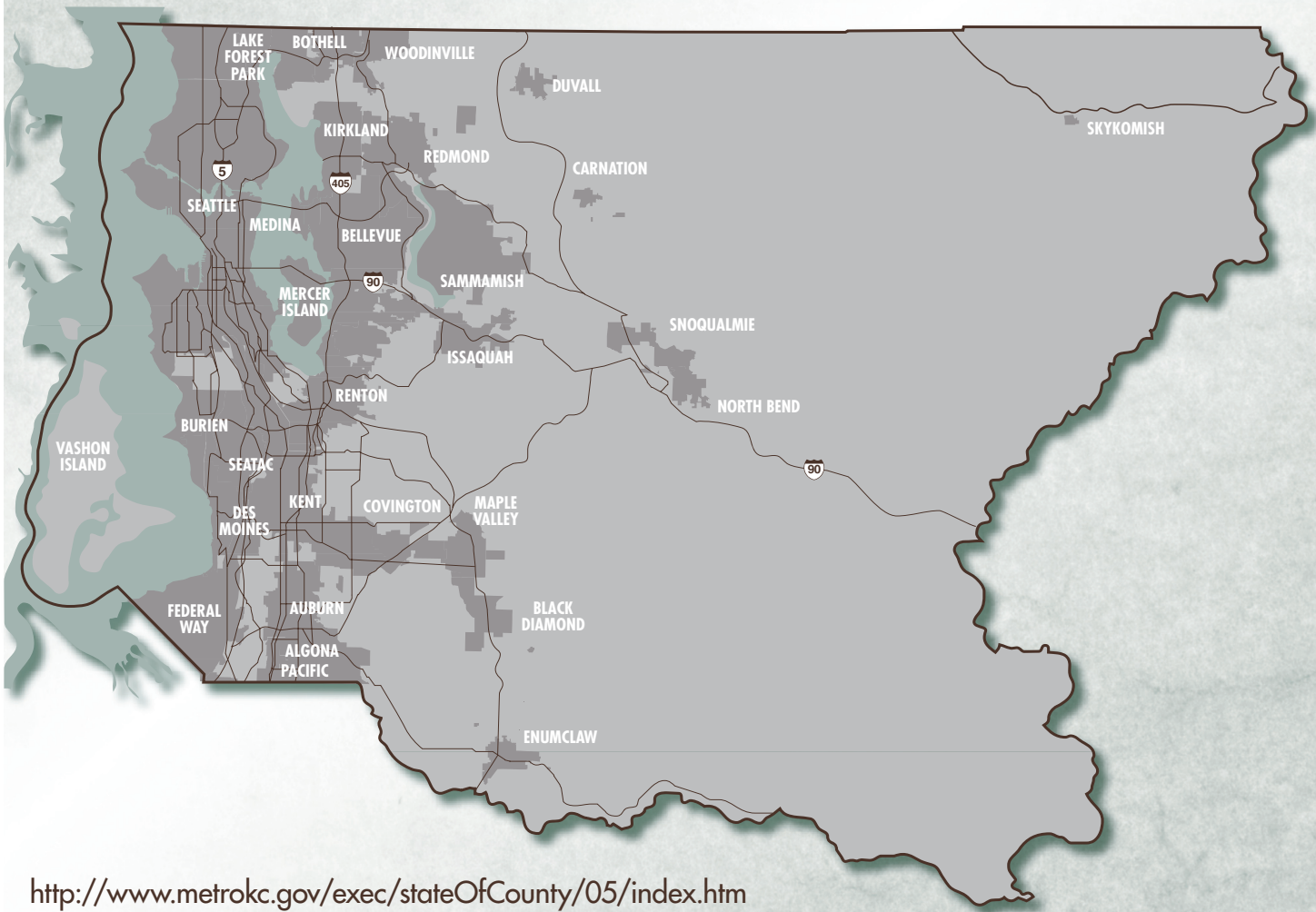
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King County is the largest county in terms of population, number of cities and employment in the State of Washington. It is Washington's second largest provider of government services including public transportation, elections, jail, law enforcement, courts, road construction, social services, public health and wastewater treatment.

Population: 1,788,300
Cities: 39
2005 budget: \$3.3 billion
Employees: 13,000

Sources: US Census data, 2004 King County Annual Growth report, King County 2005 Proposed Budget – Executive Summary



<http://www.metrokc.gov/exec/stateOfCounty/05/index.htm>

A MESSAGE FROM THE EXECUTIVE

We are a large and diverse county that values its people, communities, businesses and environment. We all want to breathe clean air and to drink clean water. We want our families to be healthy and safe. We want good jobs and a strong economy that will protect and improve our cherished quality of life.

I am proud to present this list of accomplishments that are the result of these shared values. They are the product of a world-class county government comprised of an outstanding workforce of caring public servants.


While King County is delivering valuable services every day to its nearly 2 million citizens, this work includes important partnerships with our cities, community groups, nonprofit organizations, businesses, labor organizations and state and federal governments. We could not do this work alone, and we thank them for these partnerships.

As we reflect with pride on these accomplishments we also look to the future. We are a county transformed by changes in governance, population and the economy. As we identify the work to best serve our citizens in the future, we do it as a part of a nation transformed by the tragic events of 9/11.

These changes mean we face new challenges in transportation, water supply, climate change, technology, economic growth and protection of our people and health.

My promise to you is that we will act now to meet the new challenges of our new century with new solutions. Solutions that reflect our shared values, protect our people, wisely manage our resources and build our 21st century economy.

Sincerely,

A handwritten signature in dark ink, appearing to read "Ron Sims", with a stylized, flowing script.

Ron Sims

IMPROVING

GOVERNMENT PERFORMANCE

While other governments talk about priorities of government, King County has acted. Executive Sims reorganized government and applied proven management principles. Prioritizing and streamlining has allowed \$135 million in cuts from 2002 to 2005.

Streamlining services, saving money

Since 1998 King County has:

- Consolidated departments from 14 to 7, drastically cutting overhead.
- Realigned juvenile justice operations and renegotiated jail contracts with cities to help avoid building new detention facilities.
- Restructured employee medical benefits in collaboration with unions, saving millions.
- Created the Metropolitan Parks Task Force, oversaw development of a business plan, transferred in-city parks and pools, cut spending 35 percent, cut reliance on general fund by \$17 million annually while ensuring all parks and facilities remain available to the public, paving the way for a four-year voter approved levy for parks.
- Charged rent to the solid waste utility for the real costs of using the county-owned landfill, while maintaining service to solid waste customers.
- Working in collaboration with unions, saved more than \$16 million in four years in the Wastewater Treatment Division through an innovative employee-based productivity program modeled on the business practices of private industry.
- Cut the Solid Waste Division budget by more than \$9 million/year by making operations more streamlined and efficient, while maintaining services. The savings help keep rates among the lowest in the state.
- Leveraged the county's \$4+ billion in assets to generate more revenue for a better return on taxpayer investments.

Parks Business Transition Plan

Popular tax-cutting initiatives and the worst economic session in 30 years produced a 2002 countywide budget crisis that forced King County to cut \$135 million from its general fund over the following years. Parks was faced with complete elimination of its \$20 million budget and the closure of 180 parks (25,000 acres) and 16 pools.

Today, Parks receives only \$3 million from the county's general fund, but all of these facilities are still open to the public.

Parks is acting like a business, in collaboration with unions, to generate over 25 percent of its operating revenue. Additionally, citizens are volunteering more, user groups are helping maintain facilities, and thousands are attending new events. As a measure of confidence in parks' innovative approach, voters approved a four-year operations and maintenance levy at a time other parks levies in the region failed.

Read about the successes and challenges of our election process in the "2004 King County Elections Report", available at libraries, community centers and online at www.metrokc.gov/elections

- Rebated and rolled back over \$1.8 million in building permit fees (2004) as a result of efficiencies.
- Streamlined development permit processes between state, federal and local agencies.
- Installed a 24/7 interactive voice response system, allowing customers to schedule building inspections at any time.
- Secured top-tier bond ratings from Moody's and Standard & Poor's. No other governmental unit in the state has higher bond ratings than King County.
- Negotiated a new cell phone contract resulting in \$300,000 to \$400,000 in annual savings.

Learning from the Financial Systems

Replacement Project – Since the suspension of the Financial Systems Replacement Project in 2000, the county has proceeded carefully and methodically toward improving services and preparing a new Accountable Business Transformation (ABT) effort.

Several studies have been completed and careful steps have been undertaken to address the underlying challenges and implement best practices to blend complex financial systems.

The county has an established technology governance structure to provide oversight essential for projects of this magnitude.

The county has employed new business management and analytical experts, as well as technology resources with proven expertise in the successful business management, innovation and systems implementation that improve current business operations.

Executive Sims' recommendation for implementing the Accountable Business Transformation plan will be transmitted to the County Council on April 7.

Improving Elections

- King County Elections processed a record-breaking 138,729 new registrations in 2004, a 40 percent increase for the same 10-month period leading up to the 2000 election.
- In 2004, King County issued a record 646,537 absentee ballots and counted more than 233,000 absentee ballots on Election Day, a record for King County.
- Last year, King County Elections launched an online polling place search engine, giving voters instant information on their precinct and the location of 540 polling places throughout the county.
- In compliance with the Help America Vote Act, King County Elections last year rolled out a bilingual provisional ballot search engine to give voters who cast a provisional ballot on Election Day the ability to check the status of their ballot.
- In response to the Citizens' Election Oversight Committee, King County Elections replaced outdated computer system, and is working to implement other Oversight Committee recommendations.



**King County
Elections Director
Dean Logan and
League of Women
Voters president
Nancy Eitheim with
the Voter Mobile.
King County
processed a record-
breaking 138,729
new registrations
in 2004.**

IMPROVING TRANSPORTATION

Despite a heavy financial loss from the elimination of car tab taxes for Metro and county roads, King County has used flexibility and creativity to restore lost service and improve transportation in King County.

Better traffic signaling – Metro is partnering with numerous cities to coordinate and synchronize traffic lights, contributing to the metropolitan area being ranked as one of this nation's most improved at congestion management by the Texas Transportation Institute.

Smarter, faster road building – As population densities increase, so has the demand for street improvements. In 1998, Executive Sims announced a flexible-budgeting plan to get road projects off the shelf and built more quickly. The new budgeting strategy has allowed the Road Services Division to more than triple its project design and construction.

Better roads for a better environment – Executive Sims led the county in an initiative to build and maintain roads in ways that



are both good for motorists and good for fish. Smarter management practices protect wetlands, and innovations in maintenance reduce the amount of roadway sediments and pollutants getting into streams. These practices are a statewide model.

Metro Transit
— reducing
congestion —
safely and
reliably.

More buses, more often – King County Metro has increased bus service by a total of 293,940 hours since 2000. The agency continues to work closely with Sound Transit, Community Transit, Pierce Transit and the Washington State Ferries to efficiently connect riders from their homes to their jobs via a coordinated regional transportation network.



Paving the way to transportation solutions.

Making it easier to get to the bus – King County has added several thousand park and ride stalls since 1998. Public/private partnerships are developing housing and retail space at several facilities to take advantage of this increasingly convenient transit service.

A leaner, greener bus fleet – 212 highly efficient hybrid diesel-electric buses are on our roads today, making King County the nation's largest user of the cutting-edge transit technology. They are far less polluting and more energy efficient than their retiring predecessors. Metro also began fueling the fleet with a blend of five percent biodiesel and 95 percent ultra-low sulfur fuel last year, providing the tipping point for economic viability of fuel-producing seed crops.

Leading a 'hybrid' nation – King County has become nationally recognized as a leader in the use of hybrid and alternative vehicles for use by government agencies. Now, King County is sharing that knowledge as the "lead public agency" for a consortium of agencies for the procurement of hybrid electric vehicles. This effort will spread the use of hybrid vehicles and drive down their cost.

More ways to get there – When no one else was willing to save Sound Transit, Executive Sims volunteered to lead the turnaround of

the troubled agency and helped win the federal approval of the light rail project that broke ground in 2003. Light rail will link downtown Seattle to the Rainier Valley, Tukwila, and the airport.

A growing airport – King County International Airport (KCIA) at Boeing Field has grown in importance to the business and economy of the region. KCIA has approximately 500 cargo aircraft operations every week, ranking it 35th among all airports nationally in terms of total landed weight. In 2001, the National Air Transportation Association selected KCIA as one of the "100 Most Needed Airports in the United States."



A new hybrid bus — increasing service, decreasing pollution.



Metro Transit links north and south King County while integrating with both the community and the environment.

Kenmore Park-and-Ride.



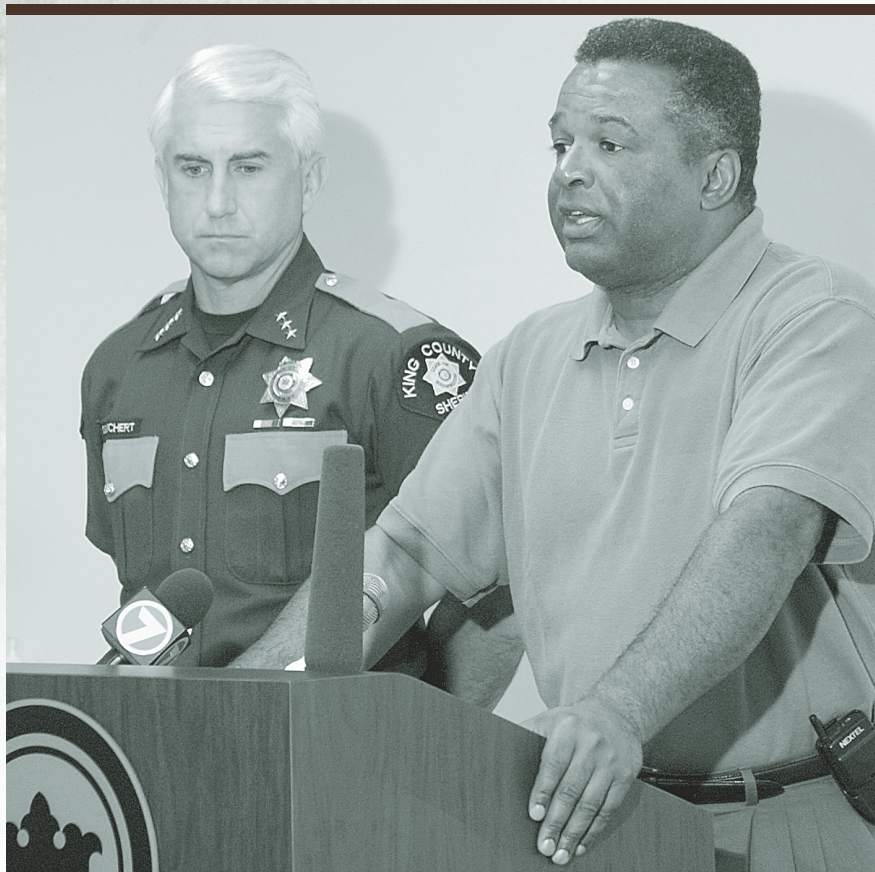
BUILDING

DISASTER-RESISTANT COMMUNITIES

Charged with the complex task of navigating the changing environment of emergency management, King County led the development of a regional all-hazards approach to ensuring the safety of the Central Puget Sound region. Often led by our Office of Emergency Management, this approach provides a regional collaboration of public and private entities dedicated to upholding the importance of preparedness in our area.

Improving Homeland Security – King County facilitated the formation of a regional Homeland Security System. This collaborative effort involving cities, fire and law enforcement, hospitals, the port, government, special purpose districts, utilities, non-profits and the private sector have been charged with effectively and efficiently administering Federal Homeland Security funding that comes to the King County region.

Regional Communications and Emergency Coordination Center (RCECC) – Constructed as a survivable facility with redundant and interoperable communications features, this \$30 million state-of-the-art center is truly a regional space. In addition to the Office of Emergency Management, it holds the E911 call center and serves as a day-to-day meeting point for regional partners, county offices, and emergency management committees, trainings, and classes.



E911 – Implemented Phase I and II Wireless in all of King County. This allows cell phone callers phone numbers and locations to be displayed at the 911 operators position, greatly enhancing the ability of first responders to provide aid to requesting individuals.

King County established a back-up 911 System Selective Router. This provides for additional redundancy to the 911 system here in King County in case of emergencies and disasters that may disrupt the system's existing infrastructure.

A "Self-healing Network" was put in place for the five largest Public Safety Answering Points (PSAPs). This technology allows for instantaneous rerouting of emergency calls

King County Executive Ron Sims and Sheriff Dave Reichert reassured the region on Sept. 11, 2001.

should a cable be cut that brings those calls from the telephone company to the 911 Centers.

Planning for the worst – Initiated in 1998 by King County and public and private partner agencies, the Regional Disaster Plan (RDP) was created as a framework for emergency cooperation and coordinated response. The RDP is an innovative effort serving to establish a shared concept for how multiple King County organizations and agencies work together in times of emergency or disaster.

Being ready – The King County Regional Disaster Plan was tested in March 2005, through simulation of two separate terrorist attacks on two different transportation systems.

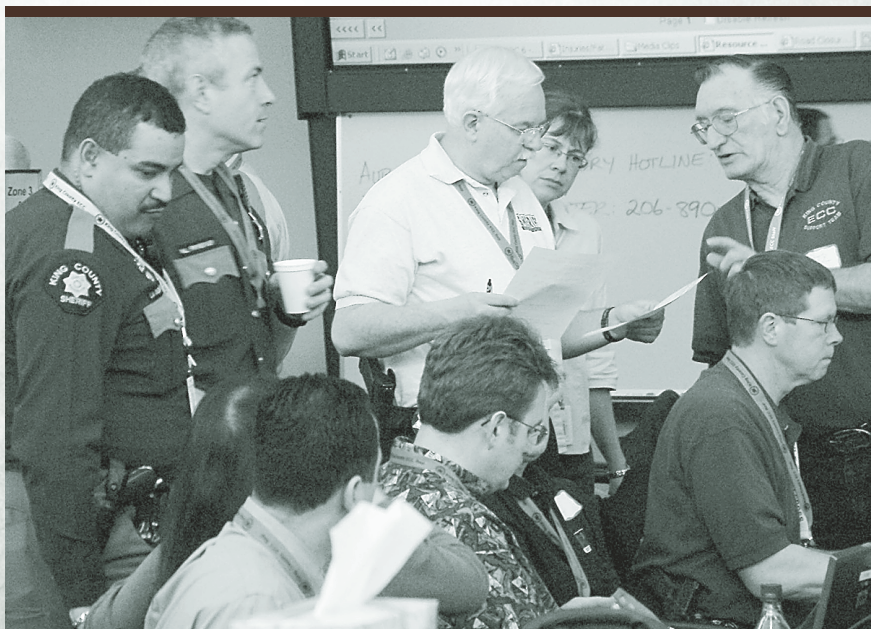
The Office of Emergency Management has hosted and coordinated 18 trainings and exercises in 18 months dedicated to preparing county elected officials, public information officers, and other leaders for a natural, technological, or manmade disaster in the Central Puget Sound region.

Building stronger facilities - Harborview Medical Center has begun construction on a \$300 million capital program to strengthen our regional trauma center against earthquakes and to demolish older unsound buildings. King County voter-approved bonds will fund other earthquake resistant facilities and create additional beds and technology to respond in case of emergency.

Keeping the public informed – The Office of Emergency Management Web site, www.metrokc.gov/prepare, a source for emergency and disaster preparedness news and issues, serves as a clearinghouse of information for residents, visitors, and public/private partners. Other public outreach efforts include:

- **“Home Team Ready,”** a public motivation campaign, in partnership with Belo Corporation, Snohomish and Pierce Counties, the State of Washington, and the City of Seattle provides information people can use for readiness at home, the workplace, and in the community.
- **The Regional Public Information Network (RPIN)**, comprised of members from over 50 government jurisdictions, agencies and organizations that gives the public a central source for news by supplying links to safety and emergency information being released in central Puget Sound.
- **Project Impact:** Hosted by the director of the Office of Emergency Management, this successful television cable access program helps viewers prepare for emergencies and disasters.
- **Becoming a StormReady Region:** This regional effort to become a National Weather Service-certified StormReady area, comprised of King, Pierce, and Snohomish counties with the City of Seattle, makes the Puget Sound region better equipped to handle adverse weather and save lives and property in the event of a severe weather emergency.

Officials from throughout King County take part in a disaster preparedness drill at the King County Regional Communications and Emergency Coordination Center.



STIMULATING

OUR 21ST CENTURY ECONOMY

King County has built and maintained important elements of our region's physical and economic infrastructure, contributing to creation of tens of thousands of jobs.

Creating family wage jobs – Thousands of jobs will be created as King County invests nearly \$300 million in roads over the next six years. During 2002-2004, more than 1,000 construction workers were employed in major county capital projects including courthouse renovation, remodel of the county hospital, and construction and equipping of a regional communications and emergency center.

Brightwater: planning regionally, the key to steady job growth – Regional economic growth will stop without added wastewater treatment capacity. Construction of the county's \$1.3 billion Brightwater wastewater facility will create 20,000 jobs, both direct and spin-off over the life of the project, including 6,000 building-trade jobs as well

as indirect employment for people who will manufacture equipment for the facility.

Jobs and Job Support

- **King County Jobs Initiative (KCJI)** helps low-income and disadvantaged people build job skills and increase their ability to compete in today's job markets. Since 1998, the KCJI has served over 1,400 clients and placed 917 clients into full time jobs with an overall job retention rate of 85 percent.
- **WorkSource Renton** is the premier and largest WorkSource "one-stop" employment center in Washington State and is recognized widely for initiating best practices employment services in Seattle-King County. It has 28 on-site community partners and reported a total of 88,765 customer visits in 2004.
- **Dislocated Worker Program** served thousands of dislocated workers during the recession, and received the Governor's Award for Workforce Best

*King County
International
Airport contributes
\$1.6 billion
regionally and
supports 14,000
related jobs.*





Maritime industries are a critical piece of King County's economy.



Investing in the infrastructure that supports the businesses of the region.

Practices for its partnership effort in the Airport Screeners Project after 9/11. A total of 3,000 dislocated workers were served during the past program year (July 2003 to July 2004) and 1,800 are currently receiving services.

- **YouthSource** is the first and largest comprehensive youth “one-stop” employment and education program located at WorkSource Renton with 14 community partners working together to support at-risk youth. YouthSource currently has 573 active customers.

A growing airport adds to a growing economy – King County International Airport (KCIA) operations and businesses contributed more than \$1.6 billion to the regional economy in 2002. KCIA directly supports 3,900 jobs and indirectly supports 10,000 jobs. In 2003 alone, the total economic impact of the jobs and services generated by the KCIA for the region exceeded \$1.6 billion and supported \$500 million in labor income.

Community Capital Development – King County partnered with Community Capital Development to create or sustain 197 jobs, assist 150 businesses, and loan \$2.5 million to small businesses in distressed communities. This program also targets women and minority owned businesses that create jobs, develop life-long, transferable skills and create wealth for entrepreneurs.

Southwest King County Economic Development Initiative – King County has collaborated with the cities of Burien, Des Moines, Normandy Park, SeaTac and Tukwila, Highline Community College (HCC) and the Port of Seattle to establish and support the Small Business Development Center (SBDC) at HCC to serve southwest King County businesses. The SBDC counseled 105 clients, helped businesses increase sales by \$450,000,

aided clients in obtaining \$345,000 in loans and helped generate or save 40 local jobs.

Bellevue Entrepreneur Center— King County has served in a leadership position with the Bellevue Entrepreneur Center, assisting eastside King County businesses with over 5,447 hours of counseling and consulting that helped retain and create 215 jobs. This partnership includes King County, City of Bellevue, Bellevue Chamber, Bellevue Community College, City University, Community Capital Development, Eastside Commercial Bank, Key Bank, Port of Seattle, Small Business Administration, Small Business Development Center, S.C.O.R.E. and the University of Washington, Bothell. The center had an estimated local economic impact of \$17 million.

Export Promotion — King County is a co-sponsor of the annual export promotion symposium attended by hundreds of local small businesses in King County to engage in our growing export market. In 2005 the symposium and mentor program will be expanded countywide and the symposium will take place on March 23, 2005 at the Washington State Convention and Trade Center.

White Center Business District Revitalization — King County has worked with several businesses and property owners, as well as the School of Architecture at the University of Washington and the White Center Community Development Association, to improve building facades and redevelop the White Center business district.

Duwamish Training Center — King County supported expansion of the Duwamish Training Center, the largest apprenticeship training site in the state, in a partnership including Executive Sims with Dr. Jill Wakefield, President of South Seattle Community College and other key local, state and federal stakeholders.



King County links women and minorities with family wage jobs in the building trades.

King County Apprenticeship Program — This program to provide more access to King County construction jobs has significantly improved apprenticeship opportunities. The 2003 program showed an overall apprenticeship rate of 16.25 percent, a gain of 4.88 percent above the previous year, with over 151,000 hours worked by 296 apprentices.

King County Contracting Opportunities — King County provided opportunities for small business participation in county contracts involving goods and consulting services. For example, the small business contract goals for the \$24 million Brightwater Conveyance System Final Design Contract included 10 percent minority-owned businesses enterprises, 6 percent women-owned enterprises and 3 percent small economically disadvantaged businesses.

Regional Contracting Forum — King County helped organize this largest local gathering of government agencies from the Puget Sound region and state for the benefit of contractors, consultants and suppliers. Attended by 640 people, this forum provided an opportunity to network, meet public procurement representatives, and learn about public works going out to bid in the next six months.

Aviation High School — King County co-founded this 400-student high school with Highline School District and others, focusing on aviation and aerospace opportunities.

REFORMING

HEALTH CARE

Facing projections that health care costs at King County would double in less than seven years (from \$144 to \$250 million), Executive Sims convened the King County Health Advisory Task Force in 2003, a broad group of health professionals, academics, business, labor and government leaders to develop new strategies to slow escalating costs and improve quality in health care. On their recommendation, Executive Sims has enacted a bold two-track strategy for combating the crisis, making King County a national leader in health care reform.

Track 1: Improving health care for King County employees and their families – The county will control costs through wellness-based benefit plans that are based on proven strategies including:

- Collaboration with labor to reduce cost trends by one third.
- Encouraging employees to make healthy life changes.
- Enhancing disease management programs that produce the best results.

Executive Sims has announced a Joint Labor/Management agreement for the 2007-2009 King County health plan that gives incentives for employees and their families to get healthy and stay healthy.

Track 2: Acting regionally to create a new approach to health care – Executive Sims' work on the health care problem brought him to the realization that a regional



approach was essential to deal with the systemic nature of both the quality and cost problems surrounding health care delivery.

Sims led the formation of the Puget Sound Health Alliance with purchasers, insurers, health care providers and health care professionals. By March 2005, 34 members covering more than 335,000 individuals were represented. Among the first to join the Alliance were the State of Washington, Washington Mutual, Starbucks, and Group Health Cooperative. Members committed to a partnership in managing health, making health care decisions based on what has been proven to work and slowing the rate of increase in health care costs.

Alliance participants agree to measure and share health care quality data, which will be housed in an information repository containing clinical care treatment guidelines and tools for all members to use, while protecting patient confidentiality and privacy.

The entire Puget Sound region will benefit as the Alliance works together to improve health, improve quality and, in so doing, decrease the overall burden of illness. For more on the Puget Sound Health Alliance visit: <http://www.govlink.org/psha/>.

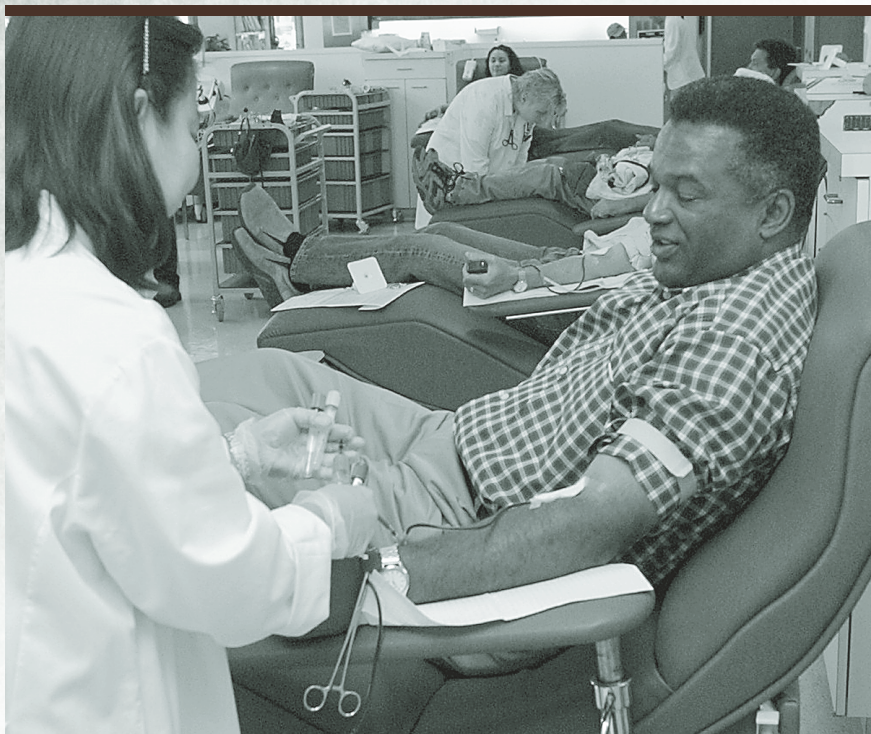
King County Executive Ron Sims and leaders from the health care community announce the formation of the Puget Sound Health Alliance.

BUILDING SAFER, STRONGER COMMUNITIES

Preparing for health emergencies – In 2004, Public Health was designated an “Advanced Practice Center” by the Centers for Disease Control and Prevention, one of eight local public health jurisdictions across the United States to receive the honor. Public Health is developing cutting-edge emergency preparedness tools and best practices, and sharing them with other public health agencies, to make all our communities safer and better able to respond to public health emergencies.

Free vaccines for children – The Public Health Immunization Program distributed over 700,000 free doses of childhood vaccine to over 300 clinics in King County in 2004. In a close partnership with health care providers, all children in King County had access to low-cost vaccines.

Reducing teen pregnancy – In 2003, Public Health reported sharp drops and historic low levels in birth, pregnancy and abortion rates in adolescent girls in King County. Contributors include reproductive health education and services available to teens



through Public Health centers in King County.

Handling the winter vaccine shortage – With the acute shortage of flu vaccine in 2004, Public Health orchestrated the rationing of flu vaccine in King County to nursing homes, hospitals and health care providers, assuring that over 150,000 doses of flu vaccine reached the highest risk populations.

Faster HIV testing – New technology has reduced the time needed for HIV test results from one week to 20 minutes, thereby increasing the number of people who know their HIV status. In 2003, Public Health became one of the first health departments in the nation to implement and realize the promise of this new device. Over 4,000 people in King County use the service each year.

Donating blood is one way everyone can help the region prepare for emergencies.

Public Health – Seattle & King County Public Health is nationally known for its innovation in providing public health services to the residents of King County everyday, earning the unofficial title of “Centers for Disease Control and Prevention (CDC) – West”. Many of our exceptional practices have been adopted by health departments nationally.

In June 2004, King County's Office of Civil Rights received a National Fair Housing Award from the U.S. Dept. of Housing and Urban Development for demonstrating an effective use of partnerships among government agencies, nonprofit organizations, or private business, one of only ten HUD awards granted.

Forging a groundbreaking Community Manifesto

– In 2003, Public Health partnered with the HIV & STD Prevention Task Force to issue a ground-breaking public declaration about sexual health and the prevention of HIV and STD called “The Community Manifesto.” This document urged individuals and community leaders to show their support for healthy and responsible sexual behaviors.

Staunching the spread of TB – Public Health received a national award for effectively designing and executing a successful collaborative strategy to stop the spread of a tuberculosis outbreak among homeless.

Partnering for healthier suburban cities

– Public Health has worked with cities across King County to develop community walking maps that encourage physical activity.

Innovating in the care and treatment of asthma

– As a result of an innovative team approach to asthma care at Columbia Public Health Center, there has been a 42 percent reduction in hospitalization, while emergency room visits decreased by 66 percent, since 2002. The number of acute clinic visits decreased by 13 percent as patients are increasingly able to improve management of their asthma.

Enhancing a top-notch food safety program

King County's food safety program is among the top of its class nationally, including on-site inspections and consultations as often as three times a year or more, investigations on all public complaints, food-borne illness investigations, food worker training in seven languages, and public education on food safety through a variety of channels, including a Web site with online restaurant inspection reports, at www.metrokc.gov/health/foodsfty.

Providing thousands of units of affordable housing

– Hundreds of completed projects throughout King County were made possible by federal Community Development Block Grant (CDBG) and HOME Investment Partnership funds managed by King County. These funds create and retain affordable housing, prevent homelessness, improve public infrastructure in lower-income cities, and help with economic development and jobs creation.

The 1996 surplus property ordinance, co-sponsored by then Councilmember Sims decreed that parcels of land not needed for county business should first be evaluated for development as affordable housing. To date, about 16 parcels of county land have been designated and 400 units have been built.

**Kent Family Center
ground-breaking
ceremony.**



King County is a national leader in supporting employment for people with developmental disabilities. King County's supported employment businesses pay the highest in the nation. The average monthly wage in King County is \$1,022 per month, compared to \$699/month average wage for Washington State and a national average monthly wage of \$241/month. Wages earned in 2004 exceeded \$7.5 million and over 1,700 adults were served.

Greenbrier Heights is one such development, created from county surplus property and providing a range of affordable low-to-median income housing for seniors and families, as well as a community center, small park and 11 acres of preserved wetlands. This innovative project received a 2020 Vision Award from the Puget Sound Regional Council and national recognition from the National Association for County Community and Economic Development.

The county's Housing Opportunity Fund (HOF) provides housing for special needs populations such as people with mental illness, chemical dependency or developmental disabilities, as well as the homeless. HOF funds awarded from 1990-2004 total over \$35.4 million, financing 3,000 new units of housing.

King County's Shelter Plus Care Program provides nearly 500 housing units with supportive services for previously homeless and disabled people every year. Enrollment dramatically reduces the need for detention and crisis services, saving the county money.

Transit Oriented Development – King County has been a national leader in placing housing next to transit centers. We

have already created 353 units of affordable housing in Overlake and Renton and hundreds more will follow from new projects in Redmond, Northgate and throughout the county.

Ending homelessness – Despite all our housing efforts, on any given night, up to 8,000 people find themselves homeless in King County. Community leaders across our region joined together to develop a plan to end homelessness in our region by 2014. King County has been chosen to lead the collaborative effort to implement that plan. The ten-year plan includes steps for homeless prevention, providing housing and support services as quickly as possible to those in need, and developing more than 4,500 units of new housing.

Until that time, tent cities serve as a temporary and safer alternative to living alone on the streets. Policies and procedures for siting and permitting tent cities – including length of stay, requirements for public health and safety, and community notification – were submitted to the King County Council in October 2004. The council is expected to take action this spring.

Fostering innovations in criminal and juvenile justice – King County manages an effective, safe, secure and humane jail system. In 2004, the jail safely booked 50,000 people brought in by law enforcement agencies throughout the county. To support our jail operations we implemented technology, providing access through the Internet to consolidate inmate information for the public and law enforcement.

Those who serve: At Executive Sims' direction, King County was first in Washington State to offer "top-up" pay and benefits for employees called to reserve service since 9/11. This compensation is an effort help ease the financial stress that unexpected military service can place on those called to serve, and their families.

King County Meth Action Team, formed in 2001 and co-convened by the Community Organizing Program and the King County Sheriff's Office, fights the problem of methamphetamine production and use in King County. Since the Meth Action Team formed in 2001, meth labs are reported down by 62 percent.

Last year King County also made tremendous advances in promoting partnerships among criminal justice agencies, human service providers and public health. These partnerships are linking offenders to health care, treatment, and support services to improve their lives and reduce future involvement in the criminal justice system.

King County's success in reducing the juvenile detention population continued in 2004 at the same time participation in alternative programs increased. We have seen a 44 percent reduction in the use of juvenile detention beds since 1998 from an average of 187 to 105 in 2004. Thirty percent of the detained juvenile population today are placed in alternative programs including work crews, electronic monitoring, day reporting, and group care.

Alternatives to jail – Created in 2003, the Community Corrections Division has steadily increased the number of offenders in its alternative programs. Last year, over 4,700 individuals participated in one of these alternative programs, such as work crews, work release, electronic home detention, and day reporting, helping reduce the secure population by over 230 per day.

Supporting women's programs – King County has one of the most comprehensive domestic violence service systems in the state, made possible by excellent partnerships and collaborative relationships with surrounding cities. The county is committed to providing culturally specific services to a number of different ethnic and cultural communities.

**Downtown
King County Jail**

Department of Adult and Juvenile Detention, Kent Division



Corrections innovations have resulted in King County having one of the lowest incarceration rates of any major metropolitan region.

ENHANCING

OUR QUALITY OF LIFE

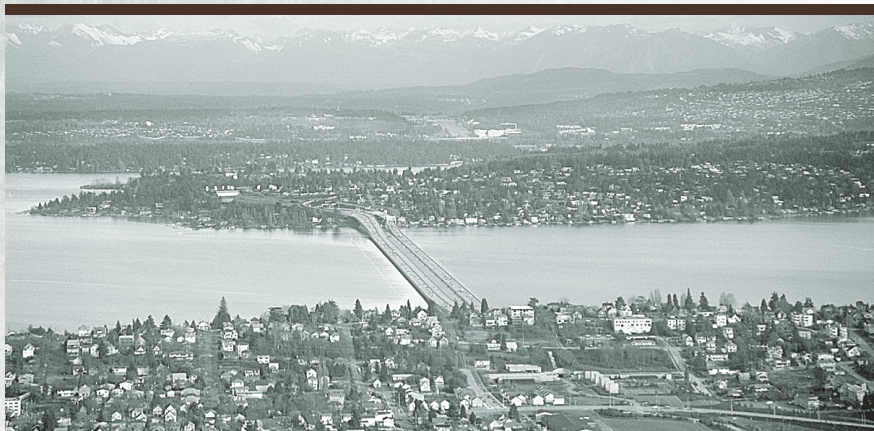
Growth Management - King County is a recognized leader in protecting and preserving natural resources and rural lands, while maintaining the vitality of our urban centers:

- Building and defending the Urban Growth Area Boundary, our “Wall against sprawl.” Rural development has dropped to just 4 percent of overall county growth, keeping rural areas rural.
- Directing development to vital economic centers.
- Focusing investment on key infrastructure and services like transportation, clean water, and sewer capacity for urban areas.
- Preserving open space through acquisition and transfer of development rights.

Award winning services – The Department of Natural Resources and Parks has solidified King County’s reputation as the region’s foremost natural resource management agency. Its programs and projects have been distinguished with more than 130 national and regional awards since 2000.

Planning for future water supply

– Executive Sims and the Cascade Water Alliance, a consortium of eight cities and water districts in King County, have signed a memorandum of understanding to develop a regional water supply plan to meet the future needs of the region’s environment, population and economy. The plan will prioritize water supplies to meet the region’s needs, including reclaimed water, a drought-proof source that will be available in large quantities from King County’s future Brightwater treatment plant.



Salmon recovery – King County is a founding member of Shared Strategy for Puget Sound. The consortium engages citizens, tribes, experts, agencies, environmental groups, and business leaders to build a cost-effective salmon recovery plan endorsed by the people living and working in the watersheds of Puget Sound. In 1998, Executive Sims and King County brought together Pierce and Snohomish counties to develop the Tri-County Endangered Species Act Response, a model on which much of today’s watershed-based salmon conservation planning in Puget Sound is based.

Leadership in watershed-based planning

– King County is leading habitat planning for its major watersheds via the Water Resource Inventory Area process, which is funded through cooperative agreements between local jurisdictions in each watershed.

Protecting and restoring critical areas

– In the fall of 2004, after more than a year of outreach to citizens and deliberation by elected officials, King County updated its Critical Areas regulations to provide increased protections for drinking water, streams, wetlands and wildlife, and protections from flooding and erosion. The new science-based measures:

King County’s Urban Growth Area Boundary, our “wall against sprawl,” is helping to keep our rural areas rural.

- Make farming and forestry easier than under previous regulations when a landowner files a stewardship plan.
- Are coupled with flexibility, tax incentives, and free technical advice to landowners to provide the right blend of measures that meet state law and maintain stream, river and riparian habitat functions while supporting the use of land for agriculture, forestry and low-intensity housing development.
- Seek to retain forest cover in rural basins.

Community empowerment – King County works with communities and recruits thousands of volunteers each year to complete channel improvement and riparian planting projects that are helping establish a strong foundation for future salmon conservation actions.

In 2004 King County:

- Recruited more than 4,365 volunteers who provided more than 25,394 volunteer hours on restoration and stewardship projects, and trail work.
- Held naturescaping workshops that taught 625 people how to garden and landscape naturally to protect water quality or improve habitat on their properties – all in financial partnerships with cities. To date nearly 2,000 county residents have been trained.

Keeping family farms vital – Building on solid growth management policies that protect rural areas, King County is working with farmers in agriculture districts via the Fish and Ditch Program, which allows them to improve field drainage and enhance rearing habitat for salmonids.

Puget Sound Fresh – A multi-county marketing program is helping consumers

identify locally-grown products. Begun in 1998 by King County, Puget Sound Fresh has helped the number of community farmers markets in King County grow from five to 20 in less than 10 years.

Preserving open space – An Executive priority, King County has dedicated millions of dollars to protect habitat through land acquisition. Last fall, Executive Sims signed a historic agreement to preserve 90,000 acres of timberland. Through the \$22 million purchase of development rights (a cost of just \$244 an acre), the Snoqualmie Forest will serve as a perpetual buffer against development to the Alpine Lakes Wilderness Area.

Saving Snoqualmie Falls forever – In partnership with the Cascade Land Conservancy, the City of Snoqualmie and Quadrant Homes, King County has permanently preserved the 150 acres of forestland around Snoqualmie Falls, securing the historic views of this sacred landmark for all future generations.

Preston Vision – Fearing the impacts of encroaching growth, King County worked with the citizens of this small rural timber town east of Seattle to create a partnership to preserve open space and the rural quality of life. The ambitious six-year, \$7.7 million effort successfully preserved open space in and around the historic lumber-mill town.

Executive Sims and hundreds of volunteers participated in a restoration project along the Sammamish River.





King County is working with farmers in agriculture districts to keep family farms vital.

Protecting citizens against flooding – King County's efforts to protect people and property in flood-prone areas have earned it the highest Community Rating System (CRS) rating of any county in the United States, which lowers flood insurance rates for unincorporated residents. Last fall, King County, the City of Snoqualmie, and the U.S. Army Corps of Engineers celebrated completion of a multi-million dollar river-widening project that will significantly reduce the threat of devastating floodwaters to Snoqualmie, the most flood-prone community in the state.

Disposing of garbage – King County efficiently and safely handles over a million tons of the region's garbage every year. Trash is processed by our eight transfer stations and two drop boxes and disposed of in our state-of-the-art Cedar Hills Landfill. We also provide award winning and innovative recycling programs that move beyond paper and glass to reusing computers and cell phones. All of this is accomplished with some of the lowest rates in the region.

Investing in innovative, sustainable energy sources – Almost a million tons of garbage is deposited at the Cedar Hills Regional Landfill each year. Rather than burn off the methane gas produced by decomposing garbage, the county established a public private partnership to convert the gas into energy. The capital project, at no cost to ratepayers, will generate enough power for 16,000 homes, cut county energy costs by \$80,000 annually and create

a new revenue stream for the county, which will sell the gas for at least \$400,000 annually.

Leading the way on sustainable building – In 2001, Ron Sims signed an Executive order requiring new buildings and substantial renovations to comply with national environmental standards set forth in the Leadership in Energy and Environmental Design or LEED™ rating system. In early 2004 the council passed a Green Building Ordinance, based on this order, making King County one of the first local governments to codify its green building program. King Street Center was the most eco-friendly building in the region when it opened in 1999. It has saved more than \$200,000 in energy costs since it opened, and through the building's water reclamation system, the county has saved an estimated 1.4 million gallons of water a year.

The county was instrumental in creating the Built Green program with the Master Builders Association and Snohomish County. Since the program launched in 2005, over 5,000 homes have been certified in the program representing 17 percent of the market share of new construction.

Keeping toxins out of our environment

– The county has partnered with area recyclers and launched a public awareness effort encouraging people to recycle their electronics rather than throw them away. The county created the Take It Back Network comprised of area recyclers through which 55,000 electronics were collected and their reusable parts recycled. Hazardous materials are disposed of properly.

Developing a world-class trail system

– The county has invested over \$20 million to acquire, develop and restore a system of 175 miles of trails. This includes acquiring roughly 525 acres of new trail facilities and almost 20 miles of new developed trail. King County will begin construction on the

final link of the East Lake Sammamish Trail within the next year; a crucial link between the Burke-Gilman/Sammamish River Trail and the Mountains to Sound Greenway.

Creating excellent athletic facilities

– Under Sims’ 101 ballfields initiative, King County funded the county-wide renovation of fields that today provide excellent venues for little league, fast pitch and casual players.

Working with the community to improve parks

– The county partners with corporate, non-profit and community organizations as well as individuals to plant trees, remove noxious weeds, clean playgrounds, and provide school-based programs. In 2004 alone 60,000 hours of volunteer service were provided to King County parks.

Supporting youth sports – Since 1996 King County has awarded 178 Youth Sports Facilities Grants totaling \$6,426,949 to support youth sports in the region. The grants have been used to build new playgrounds, restore ball fields and create new skate parks.

Brightwater Treatment Plant – The county is designing a new state-of-the-art regional wastewater treatment plant, called Brightwater, to protect public health, water quality and the environment for generations to come. Once completed in 2010, Brightwater will treat up to 36 million gallons of sewage a day from people in north King and south Snohomish counties. As our region continues to grow, the plant will be expanded to treat 54 million gallons a day. To complete the facility by 2010, the county expects to begin construction in 2006. So far:

- A site north of Woodinville was chosen after years of studies, environmental review, and discussions with citizens, local governments and businesses.
- An environmental impact statement was issued telling decision-makers and the public about environmental impacts and potential mitigation

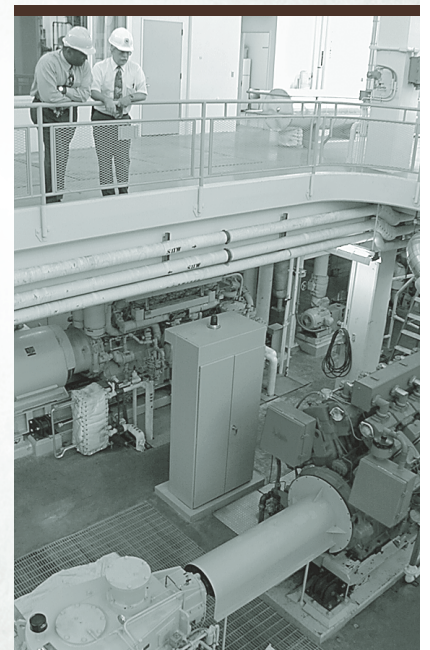
measures for the proposed project.

- Nearly all property has been acquired, and many major permits have been secured.
- The design of the facility will be completed by early 2006.
- The new facilities will include a treatment plant, conveyance (pipes and pumps that take the wastewater to and from the plant), and an outfall in Puget Sound. The conveyance system consists of about 14 miles of pipeline built in underground tunnels. These tunnels will be from 40 to 440 feet below the surface. The marine outfall will include a 500-foot-long diffuser installed at a depth of 600 feet, nearly a mile offshore.

The plant design will integrate odor control, landscaping, architecture, wildlife habitat and art. Community-created design concepts have been key to making a facility that meets the needs of the region and enhances the local community. Using “membrane bioreactor” technology, a technology commonly used in drinking water plants, Brightwater will treat most of the wastewater to a very high standard. While Brightwater won’t produce drinking water, it will produce water that meets the state’s Class A standard for reclaimed water, creating a drought-proof supply of irrigation and industrial process water.

Completing a 1.2-mile-long tunnel to control Lake Union, Elliott Bay overflows – From the south Lake Union neighborhood of Seattle to Elliott Bay, construction below Mercer Street created a 15-foot-diameter tunnel. The tunnel, completed in 2002, will store 7.2 million gallons of combined stormwater and wastewater until it can be treated. When it begins operating in mid-2005, the \$138.5 million Denny Way/Lake Union project will control all combined sewer overflows into Seattle’s Lake

King County is designing a new, state-of-the-art regional wastewater treatment plant. Brightwater will treat up to 36 million gallons of sewage per day from people in north King and Snohomish counties.



Union and the county's largest CSO outfall in Myrtle Edwards Park on Elliott Bay.

Building a storage tunnel to prevent Lake Washington overflows – A combined sewer overflow control project in south Seattle reached an important milestone in 2003 when tunnel boring was completed for a 4-million-gallon wastewater storage and treatment tunnel. The 3,100-foot-long tunnel is nearly 15 feet in diameter and up to 109 feet deep. In mid-2005, the \$77.7 million Henderson/Martin Luther King Way project will bring the last uncontrolled county CSO into Lake Washington into compliance.

Controlling industrial waste discharges – King County's 35-year-old Industrial Waste Program continues to work with large and small businesses to prevent harmful wastes from entering the wastewater treatment system and make our biosolids safe for recycling. In recent years, the program has also worked with its regional and local partners to identify and control sources of pollutants to the Duwamish Waterway.

Cleaning up contaminated sediment in lower Duwamish Waterway – To protect fish, the environment and public health, a King County contractor removed an estimated 66,000 cubic yards of contaminated sediment from the Duwamish between November 2003 and March 2004. The project resulted in the cleanup of 7 acres of the Duwamish and removal of about 400 pounds of polychlorinated biphenyls, or PCBs, from the river.

Safely treating wastewater – In 2004, King County's network of 42 pump stations, 335 miles of sewer line and two regional treatment plants safely conveyed and treated an average of 183 million gallons of wastewater per day.

Solving wastewater treatment problems on Vashon Island – The Vashon Sewer District contracted with King County in 1999 to

take over operation of its troubled wastewater treatment system. King County began a construction upgrade of the aging treatment plant in early 2005 to ensure future clean and safe operation.

Selecting city's property for new Carnation Treatment Plant – Planning ramped up in 2004 for siting a new wastewater treatment plant requested by the City of Carnation.

Generating electricity from digester gas – With the help of federal grant funding, the world's largest molten-carbonate fuel cell demonstration project at King County's South Wastewater Treatment Plant in Renton continued to test the promise of fuel cells to supply energy with little air pollution. A second project at South Plant is under way to expand the plant's ability to convert gas from its solids digesters to electricity by using turbines. These projects are expected to make the facility largely power-independent. Similar innovations are planned for the new Brightwater facility.

Using biosolids to enhance agriculture, forestry, landscaping – King County's Wastewater Treatment Division seeks opportunities to recycle byproducts of its wastewater treatment system in beneficial ways. The solid byproduct of biosolids is used to enhance soil in agriculture, forestry and landscaping.

Reclaiming wastewater for safe use – The county's Wastewater Treatment Division produces more than 290 million gallons a year of reclaimed water for landscape irrigation and industrial processes. To help make well-researched decisions about reclaiming wastewater, King County in 2001 launched an Advanced Technology Demonstration Project at the West

Drought-proof water supply that frees up clean water for people and fish.



LEADING

IN A WEBBED WORLD

King County Internet Web Site - The county's public service Web site, www.metrokc.gov, has twice received the Center for Digital Government's prestigious "Best of the Web" award.



King County's Fiberoptic Institutional Network (I-net) links the King County library system, schools and governments throughout the region to the internet.

Wi-Fi – King County has launched pilot trials of free public access to the Internet at several facilities (Courthouse, Aquatic Center, Regional Justice Center, Administration Building, and Bank of America Tower), demonstrating effort to leverage technology infrastructure for greater public access to the internet at minimal cost. The county continues to pursue a wider rollout.

E-Government – King County has successfully piloted e-commerce in King County. Via the Internet people now get information on and pay for services like pet licensing and the payment of property taxes.

Victim Notification – King County initiated the Victim Identification Notification System (VINES), informing victims of crimes when assailants are released from detention.

CITIZEN INVOLVEMENT

The talents and contributions of our citizens have helped make King County a world class regional government. The four task forces below in particular have helped transform King County. In addition,

51 King County Boards and Commission make us better every day. We extend to every member of each Board and Commission our sincere gratitude for their hard work and dedication to public service.

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Rollin Fatland
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Adult & Juvenile Detention Community Relations Board
Aging & Disability Services Advisory Council, Seattle-King County
Agriculture Commission
Alcoholism and Substance Abuse Administrative Board
Appeals and Equalization, Board of
Boating Advisory Commission
Boundary Review Board
Building Code Advisory and Appeals Board
Charter Review Commission (Meets every ten years.
Reconvenes in 2006)
Children and Family Commission
Civic Television Citizens Advisory Committee
Civil Rights Commission
Community Organizing Program Advisory Board
Civil Service Commission
Conservation Futures Citizen Advisory Committee
Cultural Development Authority
Deferred Compensation Board
Developmental Disabilities, Board for
Emergency Management Advisory Committee
Employee Charitable Campaign Committee
Equal Employment Opportunities / Affirmative Action
Advisory Committee
Ethics, Board of
Fairgrounds Advisory Board
Ferry Advisory Committee—Fauntleroy
Fire Code Appeals Board, Uniform
Flood Control Zone District Advisory Board - Patterson Creek
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Mental Health Advisory Board
Museum of Flight Authority Board of Directors
Noxious Weed Control Board
Personnel Board
Plumbing Board of Appeals
Redmond Bear Creek Groundwater Protection Committee
Regional Communications Board
Regional Justice Center Citizen Advisory Committee
Rural Forest Commission
Section 504/Americans with Disabilities Act Advisory Committee
Solid Waste Advisory Committee
Transit Citizens Advisory Committee
Vashon-Maury Island Groundwater Protection Committee
Veterans' Advisory Board
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Water Review, Board of
Women's Advisory Board

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